Parole Board of Canada

2015-16

Departmental Performance Report

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

2015-16 Departmental Performance Report (Parole Board of Canada)

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Chairperson's Message

As Chairperson of the Parole Board of Canada (PBC), it is my pleasure to present the PBC's 2015-16 Departmental Performance Report (DPR).

Since 1959, Board members and public servants at the PBC have worked hard to contribute to a safe and secure Canada. As an agency within the Public Safety of Canada Portfolio the PBC provides independent, quality conditional release and record suspension decisions and clemency recommendations.

For 2015-16 specifically, the PBC has administered legislative responsibilities, implemented and enhanced efficiency measures, strengthened support to Board members and staff, continued to provide services to victims and effectively worked with stakeholders and partners.

A major achievement in 2015-16 was the implementation of the Electronic File (E-File) project. The goal of this project is to streamline tasks, eliminate paper handling, reduce delays, and simplify access to relevant information in decision-making. The E-File project is expected to be completed (i.e., incorporated into the day-to-day business of the PBC) by the end of 2016-17. Also, another major focus of the PBC is the elimination of the pardons backlog. In 2016-17, the PBC will continue to focus on operational efficiencies and streamlining of processes and expects to eliminate the pardons backlog.

In 2015-16, the Board completed almost 16,000 conditional release reviews (federal and provincial offenders). Data over the last ten years continued to demonstrate that parole contributes to public safety as over 99% of releases on parole did not result in a new conviction for a new violent offence prior to warrant expiry. In addition, the PBC made more than 8,900 record suspension decisions, and continued to address the pardons backlog. The PBC also had more than 29,000 contacts with victims, over 4,200 observers at its hearings, and released more than 7,000 decisions from its decision registry.

The PBC's accomplishments reflect its ability to respond to a changing environment with innovative thinking, continuous stakeholder engagement and the application of fairness in decision-making.

I am pleased with the hard work carried out by the Board members and staff and of their ongoing support and eagerness to continue to work towards a safe and secure Canada.

Harvey Cenaiko
Chairperson, Parole Board of Canada

Results Highlights

Results Highlights for the PBC include:

Actual Spending 2015-16	Actual FTE's 2015-16
46,330,939	475
Key Achievements of the PBC in 2015-16	
• Effectively administered legislative responsibilities; • Enhanced and implemented efficiency and effectiveness measures; • Strengthened the engagement of and support to Board members (BMs) and staff; • Provided services to victims; and • Worked effectively with partners.	

Section I: Organizational Overview

Organizational Profile

Appropriate Minister: The Honourable Ralph Goodale, P.C., M.P.

Institutional Head: Harvey Cenaiko, Chairperson.

Ministerial portfolio: Minister of Public Safety and Emergency Preparedness.

Enabling Instruments: The legal authority under which the PBC operates includes the *Corrections and Conditional Release Act* (CCRA)[1] and its Regulations, the *Criminal Records Act* (CRA)[2] and its Regulations, the *Criminal Code*[3], the *Canadian Charter of Rights and Freedoms*[4], and other legislation.

Year of Incorporation: 1959.

Other: The PBC constantly strives to contribute to the Government of Canada's outcome of a safe and secure Canada. The PBC contributes to this outcome by making quality conditional release and record suspension decisions, and clemency recommendations.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of Public Safety and Emergency Preparedness[5]. The Minister, however, does not have statutory authority to give direction to the Chairperson or other members of the PBC in the exercise of their decision-making powers. This structure helps to ensure the impartiality and integrity of the PBC's decision-making process.

In making conditional release and record suspension decisions, as well as clemency recommendations, the PBC's primary objective is the long-term protection of society. In rendering its decisions, the PBC is autonomous and independent. However, its decisions are open and transparent to the public by virtue of its legislation and policies.

The protection of society is the paramount consideration for all decisions taken by the PBC. Conditional release decisions are limited to only what is necessary and proportionate to facilitate as appropriate, the timely reintegration of offenders as law-abiding citizens. In addition, a record suspension allows people who were convicted of a criminal offence, but have completed their sentence and demonstrated they are law-abiding citizens for a prescribed number of years, to have their criminal record kept separate and apart from other criminal records.

Outcomes of the PBC's work can be found in its annual Performance Monitoring Report (PMR)[6]. The PMR provides performance and statistical information for the past five years for the PBC's two legislative based programs: conditional release, and clemency and record suspensions.

The PBC carries out its responsibilities through a national office in Ottawa, as well as six offices in five regions across the country (Atlantic, Quebec, Ontario, Prairie, and Pacific).

PBC Locations

The PBC's regional offices deliver the conditional release program. Conditional release decisions are made by BMs, who are supported in their decision-making by public service staff. Staff schedule hearings, provide information for decision-making; ensure that information for decision-making is shared with offenders, and communicate conditional release decisions to offenders, the Correctional Service of Canada (CSC) representatives and others as required. Staff also provide information to victims, make arrangements for observers attending hearings, and manage requests for access to the PBC's decision registry.

While BMs from all five regions make decisions related to record suspensions, the data collection, investigation and assessment work for record suspensions and clemency are conducted by public service staff at the national office. In addition, BMs in the Appeal Division at the national office review conditional release decisions upon receipt of an application for appeal to determine if the law and processes were respected.

Public service employees at the national office develop national policies and procedures related to all program areas, help coordinate BM selection and training, deliver a program of public information, and respond to Access to Information and Privacy (ATIP) requests. Other work performed at the national office includes strategic and operational planning, resource management, program monitoring, case reviews and investigations, and an array of internal services.

Consistent with the provisions of the *Acts* that govern the PBC, BMs are independent in their decision-making responsibilities, and free from outside interference of any kind. As independent decision-makers, BMs are bound by legislation, guided by policy, and are responsible for:

- Reviewing all information for consideration in conditional release, record suspension and clemency cases;
- Conducting an in-depth analysis of each case, and requesting additional information, as necessary, to support quality decision-making;
- Assessing the risk and other factors related to cases, voting independently on the disposition of each case, and providing sound, well-documented, written reasons for decisions; and
- Ensuring that reviews are conducted in accordance with the duty to act fairly, and with respect for all procedural safeguards.

The Chairperson of the PBC is a full-time member of the PBC and its Chief Executive Officer. The Chairperson directs the PBC's program delivery in keeping with the Government of Canada's overall plans and priorities. The Chairperson is accountable for the effectiveness and efficiency of the PBC's policies and operations and is assisted in these responsibilities by the Executive Vice-Chairperson, the Vice-Chairperson of the Appeal Division, and the PBC's five regional Vice-Chairpersons.

The Executive Director General of the PBC is its senior staff member and the Chief Operating Officer. The Executive Director General, in support of the Chairperson, provides leadership for strategic and operational planning, resource management, program monitoring and administration, as well as the operation of the national office and the regions.

Organizational Context

Raison d'être

The PBC is an agency within the Public Safety[7] Portfolio.

The PBC is an independent administrative tribunal that has exclusive jurisdiction and absolute discretion under the CCRA[8] to grant, cancel, terminate or revoke day parole[9], full parole[10], and authorize or approve temporary absences[11]. The PBC can on referral also terminate or revoke statutory release[12].

The PBC has exclusive jurisdiction and absolute discretion to order, refuse to order or revoke a record suspension[13] under the CRA[14]. In addition, the PBC is authorized to modify or remove driving prohibitions under Section 109[15] and to investigate *Royal Prerogative of Mercy* (RPM)[16] requests under Section 110[17] of the CCRA[18]. The PBC also provides recommendations on clemency to the Minister of Public Safety and Emergency Preparedness[19].

Responsibilities

In addition to the raison d'être above, the PBC may also order (on referral by the CSC) that certain offenders be held in custody beyond their statutory release up until the end of their sentence. This is called detention during a period of statutory release[20]. Furthermore, the PBC makes conditional release decisions for federal offenders, those serving sentences of two years or more, and for offenders serving sentences of less than two years in provinces and territories that do not have their own parole boards. Only the provinces of Ontario and Quebec currently have their own parole boards, which make parole decisions for provincial offenders. The PBC is also responsible for imposing, modifying or removing release conditions on temporary absences, day paroles, full paroles, statutory releases and long-term supervision orders.

The PBC has legislated responsibilities related to openness and accountability, which are the provision of information to victims of crime[21], observers[22] at hearings[23], access to the PBC's decision registry[24], and delivery of a program of public information.

Vision Statement

As an independent administrative tribunal, the Parole Board of Canada contributes to making communities safer.

Our Mission

The Parole Board of Canada, as a part of the criminal justice system, makes independent, quality conditional release and record suspension decisions and clemency recommendations, in an open and accountable manner, while respecting the rights and dignity of both offenders and victims, in accordance with its statutory responsibilities and authorities.

Values

The PBC's core values are:

- **Respect** - We respect the inherent potential and rights of all members of society;
- **Openness, Integrity, and Accountability** - We are committed to openness, integrity and accountability in the execution of our mandate; and
- **Excellence** - We achieve the Parole Board of Canada's mission through the contributions of qualified individuals working in a continuous learning environment.

Strategic Outcome and Program Alignment Architecture (PAA)

The PBC's Strategic Outcome and PAA reflect the key aspects of its legislated responsibilities for conditional release, record suspensions and clemency, and represent the areas of accountability and performance in which the public and Parliamentarians most frequently express interest. In this context, the PBC's strategic outcome is the cornerstone of its public accountability. The PAA includes a single outcome and four programs.

The following illustrates the PBC's complete framework of programs, which contribute to the PBC's single strategic outcome:

Strategic Outcome:

Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.

Program: 1.1 Conditional Release Decisions;
Program: 1.2 Conditional Release Openness and Accountability;
Program: 1.3 Record Suspension Decisions/Clemency Recommendations; and
Program: 1.4 Internal Services.

Operating Environment and Risk Analysis

Key Risks

The risk response strategies outlined below were revised following the tabling of the 2015-16 Report on Plans and Priorities (RPP). As such, the reporting reflects the operational realities based on new priorities that emerged during the fiscal year.

Risk	Risk Response Strategy	Link to the Organization's Program(s)
Quality Adjudication There is a risk that the quality of decision-making could be affected if the following are not addressed: • National consistency; • Standardizing procedures and practices; and • BM selection, qualification, and professional standards.	**Mitigate/Enhance** • Develop a mechanism to help identify and capture all of the essential and required training. • Launch BM orientation and modernization/harmonization initiative to ensure coherence and consistency in national and regional training for new BMs, and monitor its implementation. • Optimal usage of Part-Time Board members (PTBMs) is being monitored by senior managers at the national level, and in the regions. • Develop and communicate policies and procedures through ongoing national consultations. • Update or develop, on a timely basis, policies, procedures, and operational instructions that are reflective of legislative changes and court rulings. • Pilot and implement the common file preparation process across the country. • Pursue the development of a quality assurance program to provide feedback to BMs regarding their adherence to quality assurance standards.	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspensions Decisions/ Clemency Recommendations; and • Internal Services.

Risk	Risk Response Strategy	Link to the Organization's Program(s)
Program Delivery and Management There is a risk that the PBC may not be able to deliver its programs and services to the required level, due to factors such as frequent and/or significant legislative changes, limited resource capacity, performance issues, antiquated IT infrastructure, the level of IT support, knowledge management, realizing efficiencies, etc.	**Mitigate/Enhance** • Continue to analyze workload formulas which will be used to determine the optimal mix necessary between Full-Time Board member (FTBM) and PTBM usage. • Operational manuals to be developed and information sharing encouraged amongst the Appeal Division clerks and analysts. • Ensure the E-File project is implemented and incorporated effectively into the daily practices of BMs and staff.	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspensions Decisions/ Clemency Recommendations; and • Internal Services.
Building and Sustaining Human Capital There is a risk that key activities and functions could be adversely affected unless the PBC is able to recruit, stabilize, strengthen competencies and capacity, and retain its workforce while ensuring employee wellness.	**Mitigate/Enhance** • Implement an outreach strategy to promote the opportunities available for those interested in a BM position. • Refine the assessment tools used during the BM qualification process. • Review different staffing options and staff development so as not to limit the capacity of staffing across the PBC. • Continue to implement performance management to help management identify talent and support their development. • Implement succession planning with the support of champions and their working groups. • Develop a strategy to implement the Learning and Development Framework.	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspensions Decisions/ Clemency Recommendations; and • Internal Services.
Compliance with Central Agency Requirements There is a risk that PBC will be challenged by its capacity to consistently respond to government-wide policies and requirements, undermining its credibility.	**Accept/Watch** The risk owners accepted the risk and did not intend to do anything above and beyond what is currently being done to prevent and discourage its occurrence or mitigate its impact. The risk owners monitored and ensured that the risk exposure remains acceptable.	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspensions Decisions/ Clemency Recommendations; and • Internal Services.

In 2015-16, the PBC continued to examine program spending and re-investment opportunities, identified efficiency measures, and made reallocations against identified priorities. The PBC mitigated and managed the impact of pressures, efficiency measures, and legislative changes in order to achieve the best results for Canadians. Influencing factors that affected the PBC are:

- New Legislation;
- Information Technology;
- Board Performance Improvements;
- Quality Adjudication; and
- Changing Workloads.

The PBC rigorously pursued innovation and improvements to meet workload pressures. Public safety remains the PBC's primary consideration in all aspects of decision-making policy, training, and operations.

The PBC delivers program areas grounded in legislation: conditional release, record suspensions, and clemency investigations. It also manages a range of internal services that provides critical support for program delivery. The conditional release program was the largest area and accounted for 84% of annual program expenditures (including Conditional Release and Openness and Accountability).

In addition, government and central agency direction, initiatives and legislation are incorporated in all planning and management activities in accordance with expectations. Examples of central agency initiatives that impacted the PBC are:

- Phoenix pay system;
- Canada School of Public Service new service model;
- Open Government Framework;
- Staffing Framework;
- Standard on Security Screening; and
- Classification policies.

Conditional Release

The PBC's workloads are shaped by many factors, many of which are beyond its control. Legislation governing the PBC (i.e., the CCRA[25]) is prescriptive, specifying when and how it conducts its business (e.g., when a review is required by law; and how the review is to be conducted). In addition, workloads are driven by the actions of offenders, victims and the community. In concrete terms, this means that the PBC must deal with high workload volumes, involving issues critical to public safety, under tight timeframes, amid intense public scrutiny. In 2015-16, the PBC completed almost 16,000 conditional release reviews for federal and provincial/territorial offenders.

Workloads[26] in the Conditional Release Openness and Accountability program have grown exponentially since the introduction of the CCRA[27] in 1992. In 2015-16 for example, the PBC had over 29,000 contacts with victims, over 4,200 observers at hearings, and released over 7,000 decisions from the decision registry. As with conditional release decision-making, the need for quality program delivery in this area is critical, given its implications for public confidence in corrections and conditional release. Ongoing public scrutiny and media interest in this area make program effectiveness crucial.

The openness and accountability provisions of the CCRA[28] also continued to present important challenges for the PBC with respect to:

- Sharing information with victims of crime;
- Providing information and assistance to those who wish to observe PBC hearings or gain access to the PBC's registry of decisions; and
- Delivering a program of public information.

Record Suspensions and Clemency

The PBC's record suspension workload is also shaped by factors beyond its control. Legislation governing the PBC's work (i.e., the CRA[29]) is prescriptive, specifying precisely how it conducts its business (e.g., admissibility). In addition, workloads are also driven by fluctuating volumes of requests for record suspensions. In concrete terms, this means that the PBC must deal with varying workload volumes, involving issues critical to public safety, under legislatively established timeframes (i.e., *User Fees Act* (UFA)[30]), and amid intense public scrutiny. In 2015-16, the PBC received a total of 12,384 record suspension applications, accepted 8,901 for processing, and rendered 8,953 decisions[31].

The PBC has managed an increase in the user fee collected for record suspensions. Since February 2012, applicants for a record suspension must pay a processing fee of $631. Consequently, the PBC must adhere to established service standards prescribed by requirements of the UFA[32].

Since 2010, and more significantly further to the legislative changes brought forth in 2012, the Clemency unit has seen constant growth in clemency requests. In order to minimize the impact of this increase, human resource strategies and streamlined processes have been adopted and better investigation strategies are being used. By the end of 2015-16, the PBC was managing 107 active clemency requests.

Strategic Resource Management

The PBC is committed to ensuring a strong, diverse and dynamic workforce that excels in delivering its mandate to Canadians. In 2015-16, the PBC continued to address the need for strategic management of human, financial, security, accommodations and information and technology resources to support quality program delivery.

A key challenge for the PBC is to stabilize its workforce and funding as well as strengthening succession planning in relation to both BMs and its public service staff. It is necessary for the PBC to maintain sufficient numbers of BMs, who are Governor-in-Council term appointments. The CCRA[33] specifies that the PBC will comprise of no more than 60 full-time BMs, and provides for the appointment of part-time members to help manage fluctuating conditional release decision-making workloads. In 2015-16, the PBC continued to ensure that it identified sufficient numbers of qualified candidates for consideration for selection as BMs. It also provided training and mentoring to ensure that BMs had the knowledge they needed to adhere to legislation and regulations, and assess risk in their decision-making.

Departures of experienced public service staff have a significant impact as they erode corporate memory and diminish critical knowledge of law, policy and training. The effect of this is especially acute in a small organization. In 2015-16, PBC staff provided the continuity of knowledge and information essential for support and delivery of programs as corporate information retention strategy. As such, the PBC developed and continues to update its Human Resources Plan for dealing with staff turnover, which is approximately 6.8% for indeterminate staff.

Timely access to relevant information provides the foundation for quality conditional release, record suspension decision-making and clemency recommendations and ultimately for the PBC's continuing contribution to public safety. In addition, it must deal with legislated responsibilities for sharing appropriate information with victims of crime, offenders, other criminal justice partners, and the public. In this environment, strategic information management was crucial, requiring the PBC to have the automated systems necessary to support effective collection, storage and sharing of information. Additionally, the PBC had to put in place the policies and procedures necessary to ensure effective information management. Progress in these areas required the assistance of CSC, the PBC's information technology service provider.

For the foreseeable future, the PBC will face complex and growing workload pressures in areas of legislated responsibility. For this reason, strong strategic management of financial resources is essential in order to closely monitor impacts and identify opportunities to reallocate and re-invest in the PBC's programs in line with changing priorities.

Organizational Priorities

The following identifies the PBC's key organizational priorities for 2015-16, links them to the PBC's programs, and describes the progress made in meeting these priorities.

Priority: Effectively administering legislated responsibilities

Description: Parole is a type of conditional release. Conditional release contributes to public safety by helping offenders re-integrate into society as law-abiding citizens through a gradual, controlled, and supported release with conditions. The PBC continually strives to strengthen its capacity for quality conditional release decision-making in response to significant program delivery challenges. These include: increased complexity in conditional release decision-making; diversity in the federal offender population (e.g., Indigenous offenders); and mental health issues.

The PBC has legislated responsibilities related to openness and accountability. It is imperative for the PBC to remain open and accountable to the public and to victims of crime in the delivery of its mandate.

Record suspensions are beneficial to the individuals who earn them and to society in general. Record suspensions demonstrate a commitment to a law-abiding lifestyle, and to reconciliation with society, both of which help people secure jobs, reduce reliance on social programs, and consequently give back to society by generating revenue and contributing to social and economic growth. Service standards apply to the record suspension program as defined under the UFA[34]. In addition, the PBC continued to process the pardons backlog during this reporting period.

The RPM[35] or clemency is applied only in exceptional circumstances, where there exists no other lawful remedy; and where, without such remedy, there would be undue hardship that is disproportionate to the nature of the offence or offences, and that is more severe for the applicant than for other individuals in similar situations.

Priority Type: Ongoing

Key Supporting Initiatives:

Planned Initiatives	Start Date	End Date	Status[1]	Link to the Organization's Program(s)
Make independent, informed conditional release and record suspension decisions and clemency recommendations.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; and • Record Suspension Decisions/Clemency Recommendations.
Refine and/or develop conditional release and record suspension policies to reflect legislative and regulatory requirements, and provide training across the PBC to ensure national consistency in decision-making processes.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; and • Record Suspension Decisions/Clemency Recommendations.
Deliver comprehensive and efficient program management and support to BM decision-making.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspension Decisions/Clemency Recommendations; and • Internal Services.
Provide corporate planning and reporting, procurement and financial operational oversight and support.	N/A	N/A	Sustaining Activity On track	• Internal Services.
Improve and monitor service standards and efficiency in conditional release and record suspension program delivery and BM decision-making.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; and • Record Suspension Decisions/Clemency Recommendations.
Effectively respond to Parliamentarians' enquiries and	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; and

[1] Sustaining activities are ongoing, current day-to-day activities while change activities are new initiatives that help move the PBC from the current "as is" state to a desired future "to be" state. Change activities are identified, developed and informed by various departmental outputs (i.e., Ministerial mandate letters, the Policy on Service, Strategic Operational Planning reports, etc.).

Planned Initiatives	Start Date	End Date	Status[1]	Link to the Organization's Program(s)
requests.				• Record Suspension Decisions/Clemency Recommendations.
Review, renew or create communications products to communicate how legislative change affects PBC operations to victims, offenders and the general public.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; and • Record Suspension Decisions/Clemency Recommendations.

Progress Toward the Priority

The PBC effectively fulfilled its legislative responsibilities during 2015-16. This priority contributed to making communities safer and supports the Government of Canada's outcome of a safe and secure Canada by making quality conditional release and record suspension decisions, and clemency recommendations. During this reporting period, activities in support of this priority included:

- BM training (i.e., legislative and regulatory changes, risk assessment), occurred on a regular basis and/or when required at national office and in the regions to ensure that BM's have the knowledge to make quality decisions. BM training included:
  - The Annual Training on Risk Assessment (ATRA);
  - Training on decision-making processes within the Integrated Decision System (IDS);
  - Training on remote access to allow BMs to view their schedules from their laptops;
  - Training to utilize E-Files to allow BMs to complete their studies and make decisions.
- Provided staff with ongoing training as legislation, policy, procedures, and processes were changed/developed.
- Conducted regular quality control on staff work by managers and supervisors to ensure adherence to policies and procedures.
- Held regular meetings (i.e., telephone and video-conference) and/or as required between national office and the regions to ensure legislative timeframes were met.
- Regional Director General's participated in bi-weekly meetings in order to manage workloads.

Priority: Enhancing and implementing efficiency and effectiveness measures

Description: A strong and strategically focused governance structure ensures an integrated corporate system of decision-making, and enables effective allocation of resources to priorities, the alignment of programs to outcomes and management of accountabilities.

The PBC works in a demanding environment that requires effective support for government priorities, and careful assessment of criminal justice issues and community concerns. The PBC is expected to rigorously pursue innovation and improvements to meet heavy workload pressures, with limited resources.

Public safety remains the PBC's primary concern in all aspects of decision-making policy, training, and operations.

In an effort to achieve a more cost-effective and efficient organization, the PBC reviews decision processes and support structures to identify where and how improvements or updates may be required.

There is also the recognition that effective information/technology management is essential for the PBC to be able to execute its corporate strategy and fulfil its mandate.

Priority Type: Ongoing

Key Supporting Initiatives:

Planned Initiatives	Start Date	End Date	Status[2]	Link to the Organization's Program(s)
Assess implications of government proposals for reform of corrections and criminal justice in response to central agency requests, as it pertains to PBC policy and procedures, anticipated workload pressures, resource needs, and training requirements for BMs and staff.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspension Decisions/Clemency Recommendations; and • Internal Services.
Explore innovative and more efficient ways to achieve the PBC's core mandate and mission as it relates to its decision-making and the operational structures.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; and • Internal Services.
Conduct initiatives to enhance, communicate and uphold corporate strategy management practices to better inform decision-makers at all levels of the PBC.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; and • Internal Services.
Respond to central agency guidance and direction to improve internal management procedures.	N/A	N/A	Sustaining Activity On track	• Internal Services.
Strengthen recruitment processes to ensure that the PBC has the right people with the right skills.	N/A	N/A	Sustaining Activity On track	• Internal Services.
Provide enterprise-wide support services (i.e., human resources (HR), information technology (IT), information management (IM), and security and accommodation).	N/A	N/A	Sustaining Activity On track	• Internal Services.

[2] Sustaining activities are ongoing, current day-to-day activities while change activities are new initiatives that help move the PBC from the current "as is" state to a desired future "to be" state. Change activities are identified, developed and informed by various departmental outputs (i.e., Ministerial mandate letters, the Policy on Service, Strategic Operational Planning reports, etc.).

Planned Initiatives	Start Date	End Date	Status[2]	Link to the Organization's Program(s)
Progress Toward the Priority				
The initiatives above provided a means to stimulate program and service delivery improvements and helped position the PBC to be able to effectively respond to current and emerging challenges. During this reporting period, activities in support of this priority included: • Considered and communicated as appropriate any financial implications of any proposals for reforms to the Chairperson, Public Safety Portfolio partners, and others. • Remained engaged in working groups that were relevant to government proposals to reform the corrections and criminal justice system. As proposals were developed, the PBC continued to monitor potential impacts on resources (i.e., financial and human resources) and training requirements. • Pursued efforts to revise the Board member Qualification process and ensure that tools used when assessing applicants appropriately assessed competencies. In addition, the PBC started to develop an outreach strategy to encourage more diversity in the backgrounds of possible BMs. • Continued the implementation plan for the Open Government initiative, and responded to central agency guidelines to improve internal management (i.e., utilized the new module for Executive Talent Management, worked closely with TBS on the Horizontal Internal Audit of Information). • Provided training to management on the new staffing framework. • Provided ongoing support to BMs and staff on new central agency requirements and internal communication.				

Priority: Strengthening the engagement of and support to BMs and staff

Description: At the PBC, clear and timely internal communications is essential to ensure information strengthens various processes, provides a mechanism for consultations (e.g., gathering relevant information), defines roles and responsibilities, and outlines expectations. The PBC's governance framework and corporate strategic management processes provides the means for active top-down and bottom-up communication.

The PBC manages its BMs and employees in an open and equitable manner to help them respond to new ways of doing business and to meet future challenges. This includes facilitating ongoing, open and timely dialogue, and mentoring between managers and their staff, as well as providing cross-training and skills development to keep staff engaged and increase retention.

Priority Type: Ongoing

Key Supporting Initiatives:

Planned Initiatives	Start Date	End Date	Status[3]	Link to the Organization's Program(s)
Encourage timely communication among senior managers, BMs and staff to encourage participation in the formulation of improvements to internal operations.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability;

[3] Sustaining activities are ongoing, current day-to-day activities while change activities are new initiatives that help move the PBC from the current "as is" state to a desired future "to be" state. Change activities are identified, developed and informed by various departmental outputs (i.e., Ministerial mandate letters, the Policy on Service, Strategic Operational Planning reports, etc.)

				• Record Suspension Decisions/Clemency Recommendations; and • Internal Services.
Improve activities related to knowledge management, learning and development, systems and tools, and to address organizational needs in a timely and effective manner.	N/A	N/A	Sustaining Activity On track	• Internal Services.
Enhance corporate capacity to ensure sufficient service in areas such as HR planning, security and information management.	N/A	N/A	Sustaining Activity On track	• Internal Services.
Increase effective use of internal communications tools and opportunities.	N/A	N/A	Sustaining Activity On track	• Internal Services.
Recognize the exceptional staff performance and engagement through the delivery of an effective Chairperson's Award of Distinction Program and Instant Awards.	N/A	N/A	Sustaining Activity On track	• Internal Services.

Progress Toward the Priority

The PBC effectively engaged and supported BMs and staff through the planned activities described above. This priority contributes to strengthening internal communications, operational innovation, and a healthy and respectful workplace. During this reporting period, activities in support of this priority included:

- Provided training to executives and managers on effective internal communications.
- Utilized the corporate Intranet (iNet) to inform and engage staff on corporate initiatives.
- Provided regular updates and information on the ongoing Blueprint 2020 initiative to encourage staff engagement.
- Developed and finalized the PBC Integrated Human Resources Plan.
- Provided staffing and labour relations training to staff.
- Held its annual recognition ceremony for the Chairperson's Awards of Distinction in conjunction with National Public Service Week.
- Developed a high level action plan to capture the progress being made across the PBC on deficit areas, following the results of the 2014 Public Service Employee Survey (PSES). Senior Managers report on their progress to the Chairperson and Executive Director General on a bi-annual basis.

Priority: Providing services to victims

Description: The PBC has a history of innovating within the law to provide transparency and accountability to victims, while fulfilling its mandate of contributing to public safety. The *Canadian Victims Bill of Rights* (CVBR)[36] enshrines in law victims' statutory rights to information, protection, participation and restitution, in an effort to balance their rights with those of offenders.

The PBC is committed to treating victims of crime with courtesy, compassion and respect, and has a duty to act fairly to both victims and offenders in the interest of the administration of justice and public safety.

In order to provide victims with greater access to the justice system, and the PBC's legislated responsibilities and commitment to openness and accountability, it is important to ensure access to information for victims of crime.

Priority Type: Ongoing

Key Supporting Initiatives:

Planned Initiatives	Start Date	End Date	Status[4]	Link to the Organization's Program(s)
Provide and maintain quality information services to victims and the public.	N/A	N/A	Sustaining Activity On track	• Conditional Release Openness and Accountability.
Update public information products for victims on the conditional release decision-making process and conduct outreach.	N/A	N/A	Sustaining Activity On track	• Conditional Release Openness and Accountability; and • Internal Services.
Work in partnership with CSC to enhance PBC's effectiveness in areas of shared responsibilities regarding the provision of information to victims.	N/A	N/A	Sustaining Activity On track	• Conditional Release Openness and Accountability; and • Internal Services.
Foster on-going relationships with the Federal Ombudsman for Victims of Crime, victims' non-governmental organizations and other governmental departments and agencies working with victims.	N/A	N/A	Sustaining Activity On track	• Conditional Release Openness and Accountability; and • Internal Services.
Create and launch an effective national Victim Complaints Process.	August 2014	July 2015	Change Activity Completed	• Conditional Release Openness and Accountability; and • Internal Services.

Progress Toward the Priority

The PBC effectively provided accurate and timely information to victims through the planned activities described above. During this reporting period, activities in support of this priority included:

- Regional Communications Officers (RCOs) attended ongoing training, attended hearings with victims at institutions, provided ongoing support to users on the new Victims module, developed procedures to better the services to victims, and ensured that all information was provided to victims in a timely fashion.
- Updated the Victims Statement Checklist.
- Held regular meetings to help facilitate new services (Victims Portal, Audio Recordings of hearings), and continued outreach opportunities and consultation processes with partners (i.e., provincial/municipal victim service workers).
- Continued engagement with stakeholders (i.e., Correctional Service Canada, University of Montréal) through meetings (i.e., Interlinkages).

[4] Sustaining activities are ongoing, current day-to-day activities while change activities are new initiatives that help move the PBC from the current "as is" state to a desired future "to be" state. Change activities are identified, developed and informed by various departmental outputs (i.e., Ministerial mandate letters, the Policy on Service, Strategic Operational Planning reports, etc.).

- Implemented the procedure for sharing Audio Recordings with victims.
- Launched the Victim Complaints Process. Victims were informed of their right to make a formal complaint. In addition, a new fact sheet for victims on the new complaint mechanism took effect. As a result, this initiative is now a sustaining activity for the organization.

Priority: Working effectively with partners

Description: The PBC continues to foster, maintain, and explore relationships with partners in order promote its mandate and leverage opportunities for efficiencies. Strong working relationships with criminal justice partners, Public Safety portfolio organizations, and central agencies is essential for the PBC in order to carry out its mandate.

In an operational context, effective information sharing, and accurate recording and reporting of offender information, are essential to the PBC's ability to make informed quality decisions. The CSC provides information for PBC decision-making, supervises offenders in the community following PBC decisions to release, and informs the PBC when an offender's level of risk in the community changes. Sections 25[37] and 101[38] of the CCRA[39] guide the CSC and the PBC with respect to the provision and consideration of relevant information about the supervision of offenders and conditional release decision-making.

Priority Type: Ongoing

Key Supporting Initiatives:

Planned Initiatives	Start Date	End Date	Status[5]	Link to the Organization's Program(s)
Efficiently manage working relationships with criminal justice partners, Public Safety portfolio organizations, and central agencies at the national level.	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; • Conditional Release Openness and Accountability; • Record Suspension Decisions/Clemency Recommendations; and • Internal Services.
Efficiently manage partnerships at the regional level (e.g., regional Interlinkages meetings with CSC, Victim Service Units, Victims Advisory Committees, and provincial/territorial/municipal government departments, non-governmental organizations, etc.).	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; and • Conditional Release Openness and Accountability.
Meet with the Indigenous Circle to examine ways to improve access	N/A	N/A	Sustaining Activity On track	• Conditional Release Decisions; and

[5] Sustaining activities are ongoing, current day-to-day activities while change activities are new initiatives that help move the PBC from the current "as is" state to a desired future "to be" state. Change activities are identified, developed and informed by various departmental outputs (i.e., Ministerial mandate letters, the Policy on Service, Strategic Operational Planning reports, etc.).

Planned Initiatives	Start Date	End Date	Status[5]	Link to the Organization's Program(s)
to services for Indigenous offenders and victims.				• Conditional Release Openness and Accountability.
Effectively manage International Affairs, including relations and information requests with the Association of Paroling Authorities International (APAI) and other international paroling organizations.	N/A	N/A	Sustaining Activity On track	• Internal Services.

Progress Toward the Priority

Through the initiatives above, the PBC was able to maintain strong working relationships with its partners. This priority contributed to PBC's mandate by ensuring effective communication sharing to inform conditional release, record suspension decisions and clemency recommendations, and support program delivery. During this reporting period, activities in support of this priority included:

- Provided active participation with the Public Safety Portfolio through regular meetings and ongoing work with CSC.
- Held regular meetings at the regional level (i.e., Interlinkages, Victim Advisory Committee (VAC), British Columbia Police Victim Services, and l'Association des services de réhabilitation sociale du Québec, and various outreach activities).
- Met with the Indigenous Circle in person and via teleconference which provided the PBC with the opportunity to strengthen the bonds between Elders and the Circle.
- Attended 14 conferences of which two were speaking engagements. The PBC will host the next APAI Conference in Canada, May 2017.
- Held meetings with leaders of National Indigenous groups including the Native Women's Association of Canada (NWAC) and the Congress of Aboriginal Peoples (CAP). The PBC continues to meet with Indigenous groups to maintain strong relationships.

For more information on organizational priorities, see the Minister's mandate letter[40].

Section II: Expenditure Overview

Actual Expenditures

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	Difference (actual minus planned)
45,915,750	47,349,808	48,764,587	46,330,939	(1,018,869)

Human Resources (full-time equivalents- FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
510	475	(35)

Budgetary Performance Summary

Budgetary Performance Summary for Program(s) and Internal Services (dollars)

Program(s) and Internal Services	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2014-15 Actual Spending (authorities used)	2013-14 Actual Spending (authorities used)
1.1 Conditional Release Decisions	33,532,213	35,815,175	37,519,878	35,111,131	35,386,820	35,007,980	37,027,793	36,601,459
1.2 Conditional Release Openness and Accountability	4,942,242	4,566,281	3,952,579	4,847,261	5,560,244	3,854,157	5,728,180	5,552,600
1.3 Record Suspensions Decisions/ Clemency Recommendations	539,078	580,474	775,438	606,962	568,172	364,363	2,317,620	2,846,012
1.4 Internal Services	6,902,217	6,387,878	7,360,910	7,050,086	7,249,351	7,104,439	5,048,803	5,410,406
Total	**45,915,750**	**47,349,808**	**49,608,805**	**47,615,440**	**48,764,587**	**46,330,939**	**50,122,396**	**50,410,477**

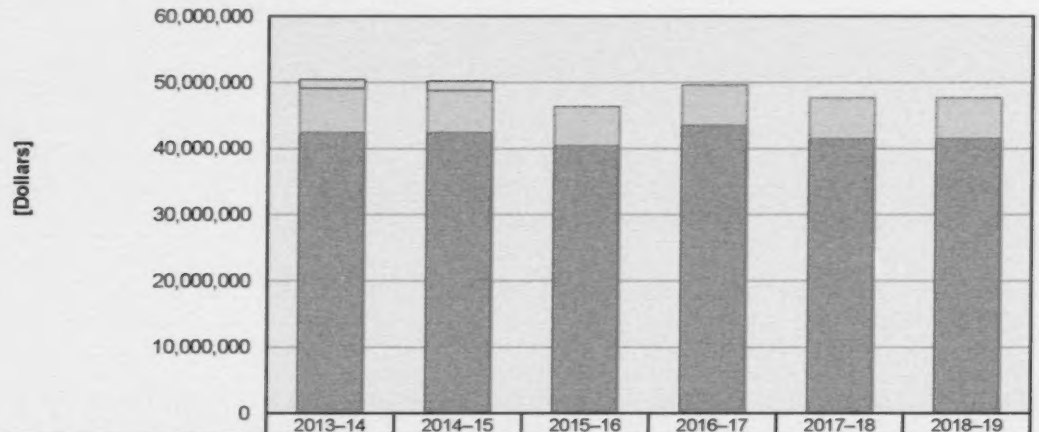
For an explanation of the variances for the total department spending, please refer to the Expenditure Profile subsection of this report.

- Total Budgetary Expenditures (Main Estimates) figures are as reported in the 2015-16 Main Estimates.
- The Planned Spending figures for 2015-16 is based on the 2015-16 RPP. The Planned Spending figures for 2016-17 and 2017-18 are based on the 2016-17 RPP. Planned Spending reflects funds already brought into the PBC's reference levels as well as amounts to be authorized through the Estimates process as presented in the Annual Reference Level Update.
- Total Authorities reflect 2015-16 Main Estimates plus a net total increase of $2.8 million comprised of Supplementary Estimates and allotment transfers received during the 2015-16 fiscal year, as well as adjustments to statutory amounts to equal actual spending, as reported in the 2015-16 Public Accounts.
- Actual Spending figures represent the actual expenditures incurred during the last three fiscal years, as reported in the Public Accounts.

Departmental Spending Trend

In 2015-16, the PBC's total authorities, consisting of Main Estimates, subsequent to Supplementary Estimates funding, were $48.8 million. This consisted of $42.8 million of operating resources and $6.0 million of statutory resources. Actual expenditures were $46.3 million and resulted in a reported Public Accounts lapse of $2.4 million. The PBC's maximum carry forward is $2.3 million and it can be carried forward in total to 2016-17. The PBC applied its resources to the four following program areas: Conditional Release Decisions, Conditional Release Openness and Accountability, Record Suspension Decisions/Clemency Recommendations and Internal Services.

Departmental Spending Trend Graph



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	1,298,901	1,386,650	0	0	0	0
Statutory	6,689,324	6,325,676	5,955,317	6,118,853	6,119,888	6,120,939
Voted	42,422,252	42,410,070	40,375,622	43,489,952	41,495,552	41,502,344
Total	50,410,477	50,122,396	46,330,939	49,608,805	47,615,440	47,623,283

Expenditures by Vote

For information on the PBC's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2016*[41].

Alignment of Spending with the Whole-of-Government Framework

Alignment of 2015-16 Actual Spending with the Whole-of-Government Framework[42] (dollars)

Program	Spending Area	Government of Canada Outcome	2015-16 Actual Spending
1.1 Conditional Release Decisions	Social Affairs	Safe and secure Canada	35,007,980
1.2 Conditional Release Openness and Accountability	Social Affairs	Safe and secure Canada	3,854,157
1.3 Record Suspension Decisions/Clemency Recommendations	Social Affairs	Safe and secure Canada	364,363

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Social Affairs	40,961,830	39,226,500

Financial Statements and Financial Statements Highlights

Financial Statements

The PBC's condensed financial statements are shown below.

Actual expenditures for the PBC decreased in 2015-16 compared to the prior year. The PBC's 2015-16 Financial Statements can be found on the PBC website[43].

Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2016 (dollars)

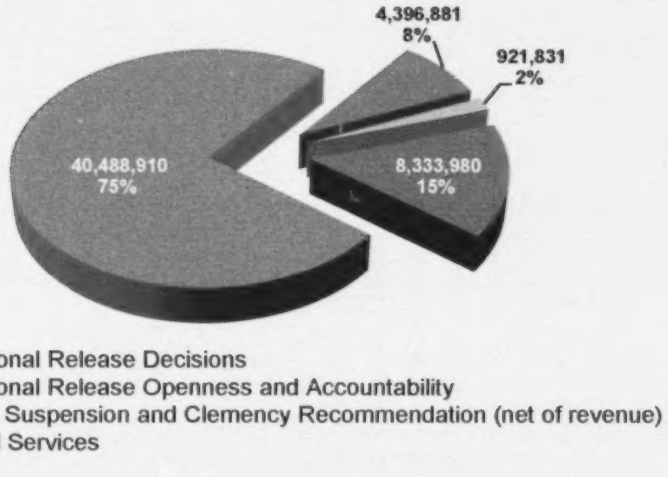
Financial Information	2015-16 Planned Results	2015-16 Actual	2014-15 Actual	Difference (2015-16 actual minus 2015-16 planned)	Difference (2015-16 actual minus 2014-15 actual)
Total expenses	60,491,000	58,320,982	60,290,563	(2,170,018)	(1,969,581)
Total revenues	4,700,000	4,179,380	4,241,491	(520,620)	(62,111)
Net cost of operations before government funding and transfers	55,791,000	54,141,602	56,049,072	(1,649,398)	(1,907,470)

Condensed Statement of Financial Position (unaudited)
As at March 31, 2016 (dollars)

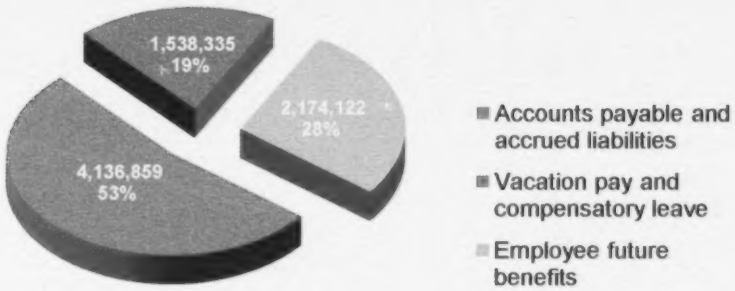
Financial Information	2015-16	2014-15	Difference (2015-16 minus 2014-15)
Total net liabilities	7,849,316	7,636,588	212,728
Total net financial assets	4,288,679	4,189,990	98,689
Departmental net debt	3,560,637	3,446,598	114,039
Total non-financial assets	1,778,789	2,174,085	(395,296)
Departmental net financial position	(1,781,848)	(1,272,513)	(509,335)

Financial Highlights

Expenses less Revenues - Where Funds Go



Liabilities by Type



Section III: Analysis of Programs and Internal Services

Programs

The following section describes the PBC's four programs and identifies the expected results, performance indicators and targets for each of them. This section also explains how the PBC plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each program.

Program 1.1: Conditional Release Decisions

Program Description: Conditional release is based on the principle that community safety is enhanced by the gradual and structured release of offenders to the community when appropriate. Quality decisions based on the risk of re-offending in conjunction with effective programs and treatment, and effective community supervision all contribute to the process. Through this program, PBC staff provides timely, accurate information for BM decision-making, and develops training and policies that are essential tools for risk assessment and decision-making.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
33,532,213	35,815,175	35,386,820	35,007,980	(807,195)

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
338	322	(16)

Performance Measurement

Expected Results	Performance Indicators	Targets[44]	Actual Results
Conditional release decisions contribute to public safety.	The percentage of offenders on parole that do not incur a new violent offence prior to the end of the supervision period.	≥98%	Over 99% of releases on parole that ended in 2015-16 did not result in a conviction for a new violent offence prior to warrant expiry.
	The percentage of offenders who completed their sentence on full parole and who are not re-admitted after release because of a new violent conviction (five years post-warrant expiry).	≥98%	Over 99% of offenders who completed their sentences on full parole within the last five years have not re-offended and returned to a federal penitentiary because of a new violent offence.
	The percentage of decisions that are not modified by the Appeal Division.	≥95%	82% affirmation rate for conditional release decisions.

Performance Analysis and Lessons Learned

Information on performance demonstrates that the PBC achieved the priorities and commitments identified in its 2015-16 RPP. In 2015-16, the PBC completed 15,773 conditional release reviews for federal and provincial offenders.

Multi-year data continues to confirm that parole contributes to public safety. Over the last ten years, 99.5% of releases on parole did not result in a conviction for a new violent offence prior to warrant expiry, and over 99.6% of offenders who completed their sentences on full parole within the last five years have not re-offended and returned to a federal penitentiary because of a new violent offence.

Information on re-offending after completion of sentence illustrates that 9 of 10 offenders who reach the end of their sentences on full parole do not return to a federal penitentiary.

The 82% affirmation rate for conditional release decisions is attributable to changes in regard to post suspension reviews and legislative amendments which have resulted in an increase in-office versus hearing reviews and a decrease from a quorum of 2 to 1 BM for certain types of reviews. Ongoing training initiatives and improvements to procedural supports have been implemented to increase the confirmation rate for conditional release decisions. While the affirmation rate has decreased since the last reporting period, further training is continually being provided and discussions are regularly taking place among the Vice-Chairpersons in order to improve the affirmation rate.

The E-File project is a PBC initiative that will streamline and automate tasks, eliminate paper handling, reduce delays, and simplify access to relevant information in decision-making. The Records sections in all regions (i.e., Atlantic, Québec, Ontario, Prairie and Pacific) are focused on increasing the inventory of E-Files. Paper documents are not being printed for Provincial files that were created after April 1, 2016. All actions by staff and reviews by BMs are and will be completed using E-File and all regions have had at least one BM completing review(s). Two regions have expanded to completing panel(s) by E-File. Furthermore, all regions have reported that they will be increasing the number of BMs trained on E-File.

Highlight Box
The E-File project is expected to be completed (i.e., incorporated into the day-to-day business of the PBC) by the end of 2016-17.

For more information, please access the PBC's PMR[45].

Program 1.2: Conditional Release Openness and Accountability

Program Description: This program ensures that PBC operates in an open and accountable manner, consistent with the provisions of the CCRA[46]. This program works with victims of crime and the general public by providing information, including access to the PBC's registry of decisions, as well as enabling the attendance of observers at hearings. The program also works to encourage citizen engagement, investigates serious

incidents in the community, monitors the PBC's performance and reports on conditional release processes.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
4,942,242	4,566,281	5,560,244	3,854,157	(712,124)

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
45	42	(3)

Performance Measurement

Expected Results	Performance Indicators	Targets	Actual Results
The PBC operates in an open and accountable manner, consistent with the CCRA[47].	The percentage of victims who are satisfied with the quality and timeliness of information provided by the PBC.	≥80%	89%
	The percentage of individuals who access PBC services who are satisfied with the quality and timeliness of information provided by the PBC.	≥80%	89%

Performance Analysis and Lessons Learned

The PBC continued to face important challenges related to openness and accountability provisions of the CCRA,[48] especially with respect to sharing information with victims of crime and with others wishing to observe PBC hearings or gain access to the PBC's registry of decisions, and delivering a program of public information. Workloads in these areas have grown annually since the introduction of the CCRA[49] in 1992.

In 2015-16 the PBC had more than 29,000 contacts with victims. This number has grown 39% over the last five years. In 2015-16, 43% of the contacts were by letter and 34% were by telephone. As with conditional release decision-making, the need for quality program delivery is critical, given its implications for public confidence in corrections and conditional release, particularly due to intense public scrutiny and extensive media interest which make this program's effectiveness crucial.

More than 4,200 people observed a PBC hearing in 2015-16 (including victims, members of the public and the media), reflecting a 54% increase over the last five years. The CCRA[50] permits access to specific decisions and to decisions for research purposes through the PBC's registry of decisions. In 2015-16 the PBC released over 7,000 decisions from its registry of decisions. Victims were the most frequent requestors of decisions (approximately 61%), followed by the media (approximately 28%).

Highlight Box
The victims' complaint mechanism is currently e-enabled to provide victims the option of submitting their complaints via e-mail. Opportunities exist to extend functionality to reduce the use of physical mailings, on-line processing of submissions and the generation of activity report production.

For more information, please access the PBC's PMR[51].

Program 1.3: Record Suspension Decisions/Clemency Recommendations

Program Description: A record suspension is designed to support the successful reintegration of an individual into society. It is a formal attempt to remove the stigma of a criminal record for people found guilty of a federal offence and who, after satisfying their sentence and specified waiting period, have shown themselves to be responsible law-abiding citizens. Through this program the PBC screens applications for completeness and eligibility of each applicant, collects information for decision-making and develops policy to guide decision processes. This program is also responsible for assessing requests and providing recommendations to the Minister of Public Safety under the RPM[52] (i.e., clemency) on the merits of each case.

Budgetary Financial Resources (dollars)

	2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
Expenses	6,183,878	6,225,274	6,212,972	4,547,833	(1,677,441)
Revenue	5,644,800	5,644,800	5,644,800	4,183,470	(1,461,330)
Total	539,078	580,474	568,172	364,363	(216,111)

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
55	52	(3)

Performance Measurement

Expected Results	Performance Indicators	Targets[53]	Actual Results
Record suspension decisions support rehabilitation and community reintegration.	The percentage of record suspension recipients whose record suspension remain in effect.	≥95%	95%

Performance Analysis and Lessons Learned

During 2015-16, the PBC received a total of 12,384 record suspension applications, and accepted 8,901 for processing. Since 2012-13, the number of record suspensions received has been decreasing, from 19,526 in 2012-13 to 12,384 in 2015-16, while the

proportion accepted increased to 72%. The amendments to the CRA[54] in March 2012 have had an impact on the availability of the program due to the changes in the eligibility criteria and waiting periods. It is equally important to note that in the last quarter of the fiscal year announcements relative to reviewing the record suspension program may have contributed to applicants anticipating favorable changes and thereby delaying their application for a record suspension. The PBC continued to process record suspension applications according to the following service standards[55]:

- Applications seeking a record suspension for (an) offence(s) tried summarily will be processed within 6 months of application acceptance;
- Applications seeking a record suspension for (an) offence(s) tried by indictment will be processed within 12 months of application acceptance; and
- Applications in which the PBC is proposing to refuse to order a record suspension will require up to 24 months after application acceptance to complete.

Highlight Box
Average processing time for files: • Containing offences tried summarily - 151 days; • Containing offences tried by indictment - 282 days; and • Where the PBC refused to order a record suspension - 242 days.

During the year, the PBC continued to work on the pardons backlog, processing and completing 1,977 pardon applications which resulted in the pardon applications for summary offences in the backlog being completed.

In 2015-16 the Clemency Unit received 40 requests for the RPM,[56] and had 107 active files. The number of active clemency files remains high largely attributable to the changes made to the CRA[57] and legislative amendments (i.e., *Safe Streets and Communities Act*[58]). Most requests are discontinued either because the applicant does not provide sufficient information or proof of excessive hardship to proceed with the request, or the Minister determines that the clemency request does not warrant investigation as the criteria have not been met. During 2015-16 the number of active cases had a direct effect on resource demands, both financial and human resources, and required efficient resource management to keep pace with this workload.

For more information, please access the PBC's PMR[59].

Program 1.4: Internal Services

Program Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Security; Accommodations; Real Property Services; Materiel Services; Access to Information and Privacy and Acquisition Services.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
6,902,217	6,387,878	7,249,351	7,104,439	716,561

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned
72	59	(13)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Efficient and effective internal services that support quality program delivery.	Services provided meet standards set under Government-wide policies as well as Management Accountability Framework (MAF) expectations.	To meet or surpass government standards.	The PBC continued to adhere to MAF expectations. Mechanisms are in place and work continued to integrate and enhance MAF elements.

Performance Analysis and Lessons Learned

The PBC developed and incorporated a Human Resources Integrated Plan for 2017-2020. From this plan, the PBC has established four management priorities which are used in operational HR planning:

- Attracting and retaining BM and staff competencies;
- Managing performance and talent;
- Fostering a continuous learning culture; and
- Establishing a healthy and respectful work environment.

The PBC's MAF 2015-16 Departmental Report highlighted some areas of the PBC's strengths, as well as areas to improve. The PBC is not yet compliant with the requirements of the Directive on Recordkeeping,[60] and is significantly below the Government of Canada average for planned disposition activities however, a disposition plan will be ready by the end of fiscal year 2017-18. There were some positive results in the area of People Management, with a rate of 91% of employees' who have performance objectives and a learning plan in place.

Section IV: Supplementary Information

Supplementary Information Tables

The supplementary information tables listed in the 2015-16 Departmental Performance Report are available online[61].

1. Departmental Sustainable Development Strategy; and
2. User Fees Reporting.

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Report of Federal Tax Expenditures[62]. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational Contact Information

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Ottawa, Ontario
K1A 0R1

E-mail: info@PBC-CLCC.gc.ca

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

Performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates. A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

Program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Result: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Statutory Expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted Expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

1 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
2 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html
3 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html
4 Department of Justice, http://laws-lois.justice.gc.ca/eng/const/page-15.html
5 Public Safety Canada, http://www.publicsafety.gc.ca/index-eng.aspx
6 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
7 Public Safety Canada, http://www.publicsafety.gc.ca/index-eng.aspx
8 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
9 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#dayparole
10 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#fullparole
11 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#temporaryabsence
12 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#staturoryrelease
13 Parole Board of Canada, http://pbc-clcc.gc.ca/prdons/servic-eng.shtml
14 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html
15 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont
16 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
17 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont
18 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
19 Public Safety Canada, http://www.publicsafety.gc.ca/cnt/bt/mnstr-eng.aspx
20 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#staturoryrelease
21 Parole Board of Canada, http://pbc-clcc.gc.ca/victims/victims-eng.shtml
22 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/observ-eng.shtml
23 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/observ-eng.shtml#2
24 Parole Board of Canada, http://pbc-clcc.gc.ca/media/dec-eng.shtml
25 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
26 Workloads include: Sharing information with victims of crime; providing information and assistance to those who wish to observe PBC hearings or gain access to the PBC's registry of decisions; and, delivering a program of public information.
27 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
28 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
29 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html
30 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/U-3.7/page-1.html
31 This number includes decisions rendered from applications in previous fiscal years.
32 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/U-3.7/page-1.html
33 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
34 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/U-3.7/index.html
35 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
36 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=7935412
37 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/U-3.7/index.html
38 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
39 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=7935412
40 Prime Minister of Canada, http://pm.gc.ca/eng/ministerial-mandate-letters
41 Public Accounts of Canada 2016, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/indexeng.html
42 Treasury Board of Canada Secretariat, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
43 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
44 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the PBC's control.
45 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
46 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
47 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html

48 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
49 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
50 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
51 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
52 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
53 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.
54 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=4640595
55 For more information, please refer to the User Fee Supplementary table.
56 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
57 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=4640595
58 Department of Justice, http://laws-lois.justice.gc.ca/eng/annualstatutes/2012_1/
59 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
60 Treasury Board of Canada Secretariat, http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16552
61 Parole Board of Canada, http://pbc-clcc.gc.ca/rprts/rprt-eng.shtml
62 Department of Finance, http://www.fin.gc.ca/purl/taxexp-eng.asp